

Nursing and Change Management

**Managing change in
clinical practice.**

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Worrillow

Making a Change and Managing that Change in Clinical Practice.

- **Discuss why changing clinical practice is important to all stakeholders?**
- **What is the processes involved in changing clinical practice?**
- **What theories are there that support change in clinical practice?**
- **What happens when people are faced with change?**
- **Do we have to manage change?**
- **Why do we need to know about change management and managing this concept?**

Managing Change in Clinical Practice

“Change is constant in the field of healthcare. Nurse Managers must learn to accept change as a normal process and to develop coping and managing strategies for the successful management of change. This acceptance of change as a dynamic process will create opportunities and challenges for nurses”.

Carney, 2000

Why is it important to change clinical practice?



Public funded service, The public has the right to expect value and best practices for every pound spent.



All practitioners working together examining current practices to improve outcomes for patients.

So what do we need to manage change in clinical practice

- **Professional Responsibility**
- **Best Practice / Evidence Based Practice**
- **Quality - Legal Responsibility**
- **Policy and Social Context**
- **Patient Outcomes - analysing current practice and researching alternative methods.**

Change

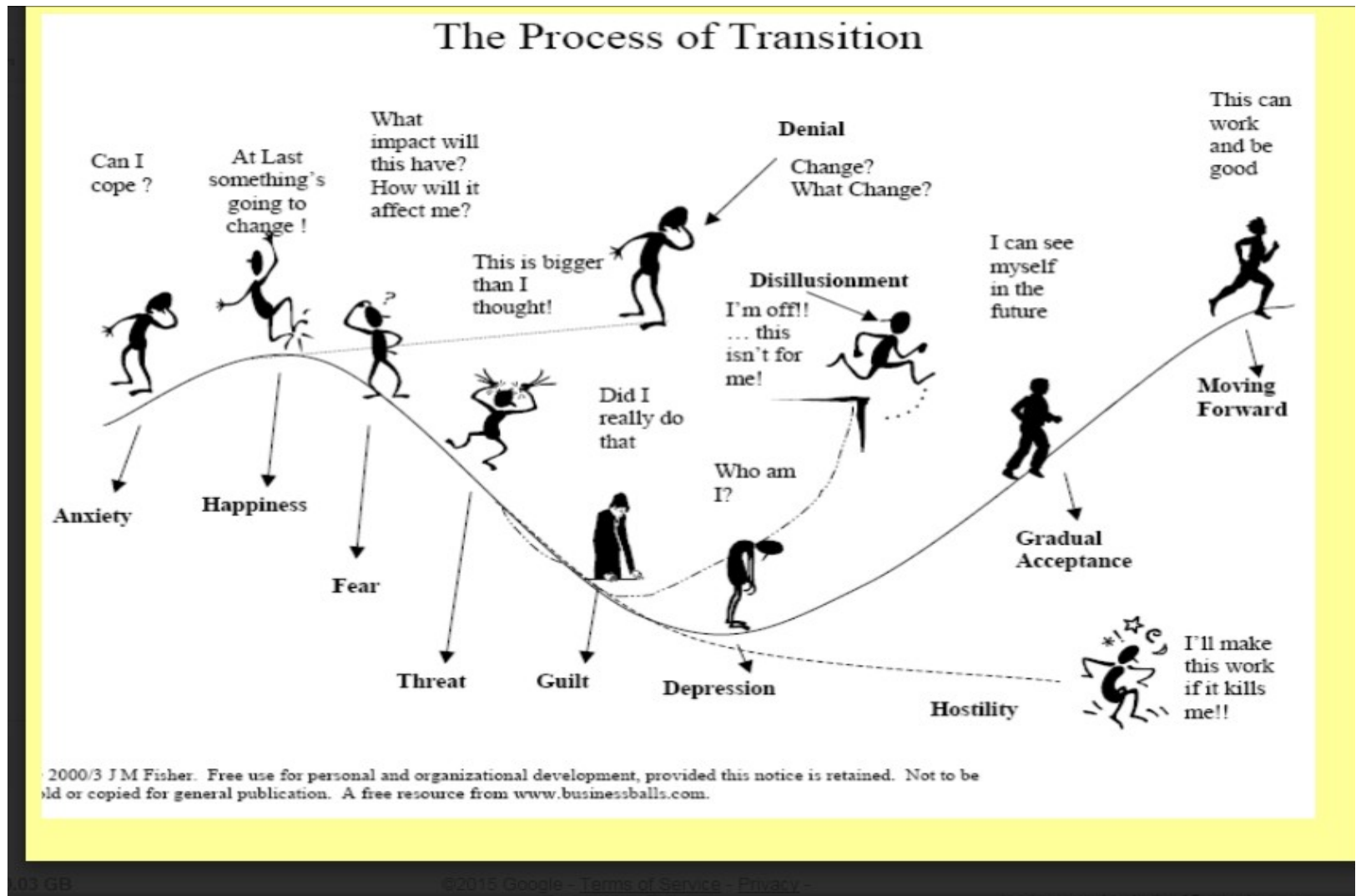
- **What changes have you experienced in the last 4 years?**
- **How did it make you feel?**
- **In pairs describe to your partner some changes that have happened to you over the last 4 years.**

What words did you use to describe how you were feeling at the time of change?

- **Anxiety**
- **Irritation**
- **Resentment**
- **Fear**
- **Happy**
- **Depression**
- **Confusion**



The Process of Transition



Can Change be Managed?

- **Discuss with your Partner.....**
- **What could have been implemented to make the change/transition better or more successful?**
- **Or if it went well and was successful, what made it go well.**

Change Management Theory

- **Carney (2000) A Change Management Model**
- **Bennis, Benne and Chin eds (1969) Theory of Change Management**
- **Lewin's 3 phase model of change (1951)**
- **Kotter - Eight Step Change Model**

Carney (2000) Elements of the Change Management Model

- **Critical Success factors for change.**
- **The communication Process**
- **Acceptance or resistance to change**
- **The change**

Bennis, Benne and Chin eds (1969)

Theory of Change Management

- **Empirical – Rational**

- Assumption that people are rational and will adopt the change if it is shown to be justified and in their best interest.

- **Normative – Re-Educative**

- Social and Cultural implications of the change and strategies to take into account. Adjustments in perceptions and ways of thinking.

- **Power – Coercive**

- Political, economic power to support change.
- Moral power, sham, guilt or coercive power.

Lewin's 3 phase model of change (1951)

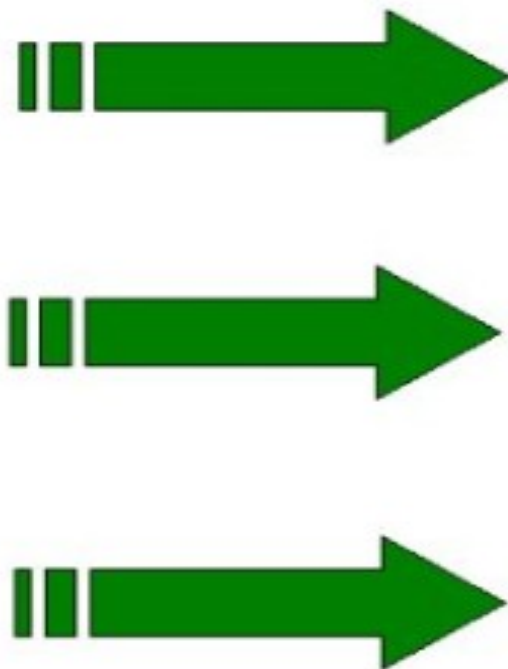
- **Unfreeze**

- 1st Phase**

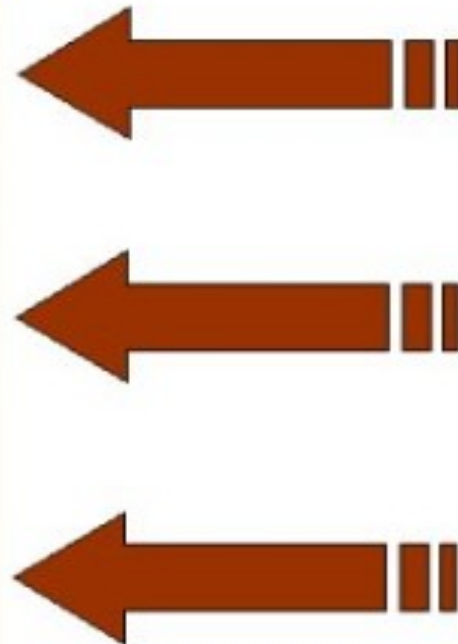
- **The first stage is about preparing ourselves or others for change . Unfreezing getting motivated.**
- **Weighing up the pros and cons before you take action.**
- **Force Field Analysis.**

FORCE FIELD ANALYSIS – KURT LEWIN

DRIVING FORCES
(Positive forces for change)



RESTRAINING FORCES
(obstacles to change)



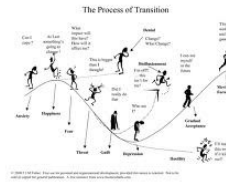
**Present
State
or
Desired
State**

www.change-management-coach.com

Lewin's 3 phase model of change (1951)

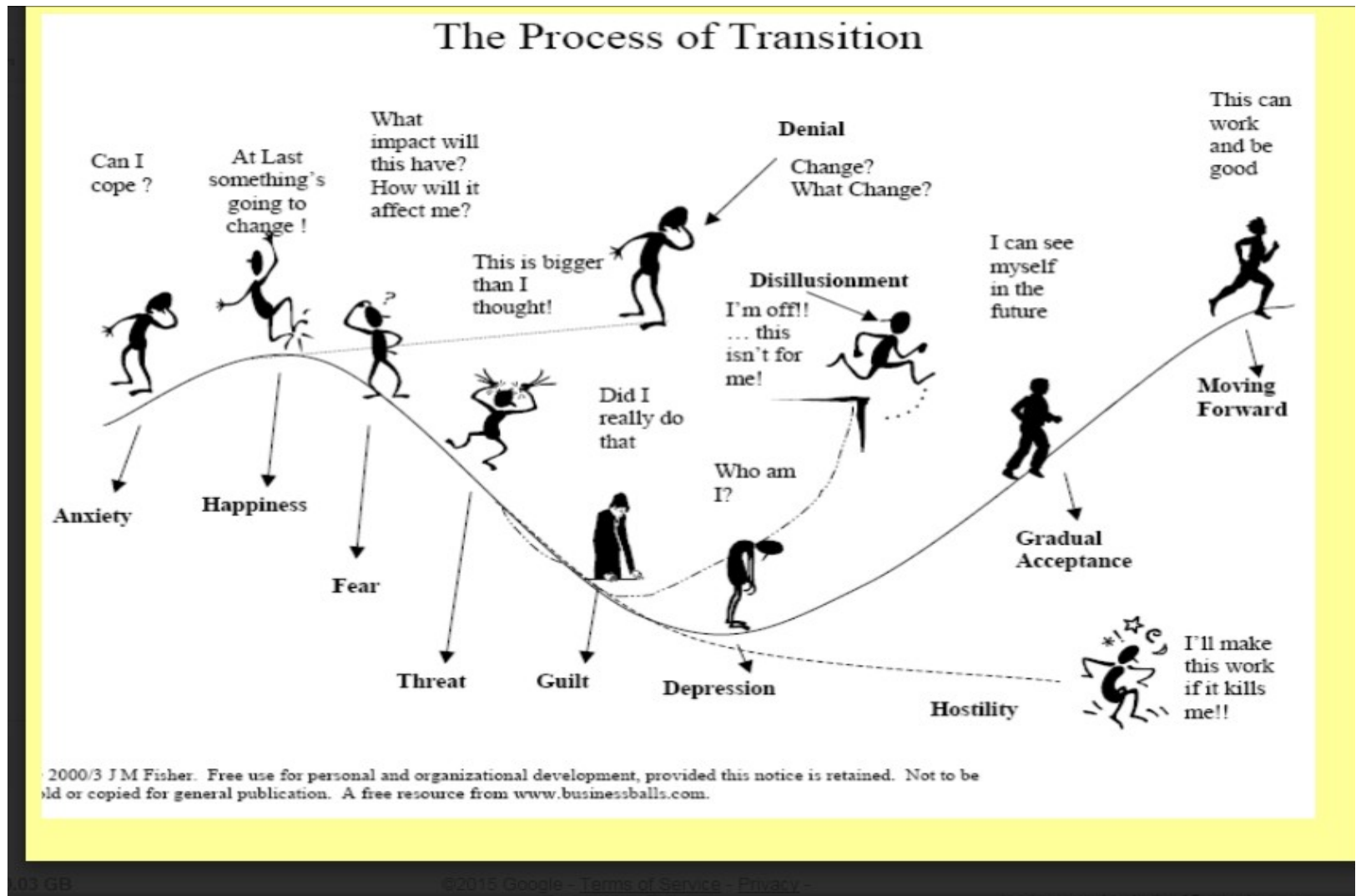
• **Change or Transition Phase** **2nd**

- **Change is not an event but a process.**
- **The process is the transition.**
- **The transition is the journey we make in reaction to change**



- **Using roll models or allowing people to develop their own solutions to make the change successful**

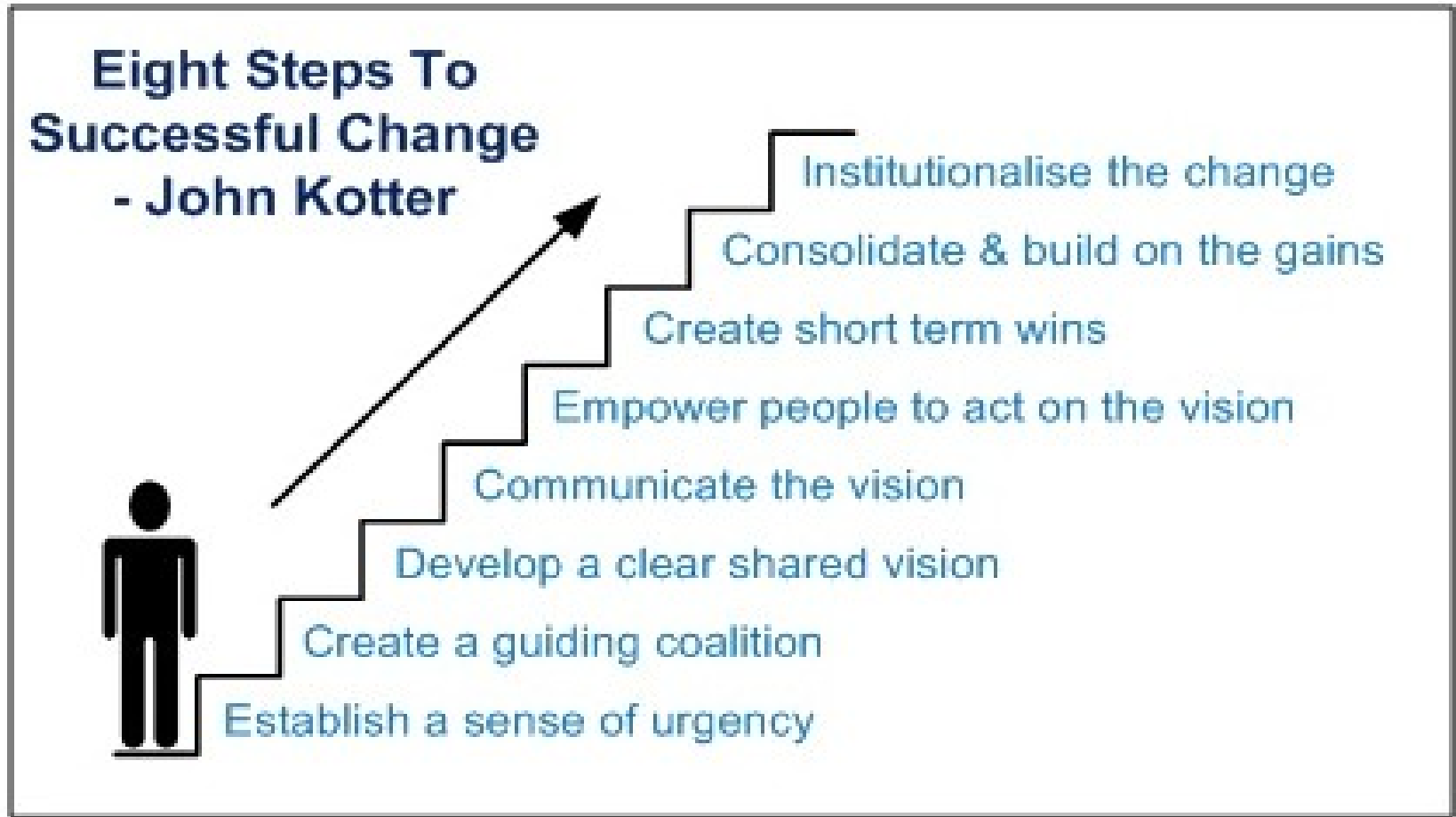
The Process of Transition



Lewin's 3 phase model of change (1951)

- **Freezing or Refreezing**
3rd Phase
- **Establishing stability once the changes have been made.**
- **The changes become the norm.**
- **This is the major criticism to this model.**

Kotter - Eight Step Change Model



How to change practice

Understand, identify and overcome barriers to change

Your Role as Change Agent

- Someone that facilitates the change by identifying and analysing the forces for the change and possibly managing them.

